Instructor: Tom Martin  
Office: Beacom 212
Office Hours: By appointment/As required  
Office Phone: (605) 658-6555
Class Website: [http://d2l.sdbor.edu/](http://d2l.sdbor.edu/)  
E-mail: tom.martin@usd.edu

**Catalog Course Description** - Project Management involves the application of knowledge, skills, tools and techniques for completing a project on time, within budget, and meeting quality requirements. Project Management covers such topics as project scope, project requirements, estimation of time requirements, and the identification, development and evaluation of resources, budgets, risks, task lists, interdependencies, and critical milestones. In addition, the course covers project implementation issues such as conducting phase reviews, securing needed resources, managing the control process, and reporting project status.

**Prerequisites:** None

**Waiver Forms** - If you are a University of South Dakota business student who has not been accepted to your major (U.NODEG.BUS), you must have permission to enroll or remain enrolled in any 300/400 level business courses. (Exception: BADM 321.) Please stop by the Student Services Center and fill out a WAIVER OF ADMISSIONS REQUIREMENTS form and submit it to the Beacom School of Business Student Services Center. (The form is also available on-line. Go to the portal, click on the Academics Tab, then the School of Business channel, and finally the Undergraduate Forms link. You will find the Waiver Form listed.) The form should be submitted by Friday, January 11th. Earlier submission is strongly recommended. If there are problems related to your enrollment in the course(s), you will be notified on or before Tuesday, January 15th. The last day to drop a course without being billed is Wednesday, January 16th. If you have not submitted a waiver form by January 11th and you do not have permission to be enrolled in this course, your situation will be reviewed and you may be administratively dropped from the course.

**Withdrawal Policy** - The last day to drop a class with a full refund and without having the class recorded on your academic record is Jan. 16. The last day to drop a class with a grade of "WD" is April 1.

The instructor of a course may drop a student for non-attendance or non-participation provided the student is in violation of the official attendance policy or participation policy of the course. Instructor initiated drops are at the instructor's option, but they must be submitted to the Registrar's Office by Apr. 1 and be approved by the dean of the college or school in which the course is offered. The student is then notified by the Registrar's Office that he/she has been dropped from the course. The grade assigned is in accord with the drop policy for student-initiated drops.

**Beacom School of Business Mission Statement** - Our primary mission is excellence in undergraduate and graduate education that develops successful future business leaders. We deliver high value to our students, employers and community through distinctive teaching and learning supported by significant intellectual and professional contributions and meaningful service.

**Course Specific Objectives** - By the end of the semester, students will:
1. Understand and become familiar with the field of Project Management and its relationship to core business functions.
2. Demonstrate an understanding of project management tasks, functions, terms and techniques.
3. Apply core business functions to analytical decision-making in project management scenarios.
4. Demonstrate an awareness of global, social, and ethical project management topics.
5. Learn to use Microsoft Project 2013 to plan and manage a project.
Course Text and Materials

Critical Chain, Eliyahu M. Goldratt (Book Review)

Hanging Fire, Jeff Cox (Book Review)


Microsoft Project 2016 -- MS Project 2016 software will be available online during the semester. (Do not purchase.) Tech support for MS Project will be available at helpdesk@usd.edu or call 877-225-0027.

Course Assessment
Maximum points available:

<table>
<thead>
<tr>
<th></th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>BADM 541 Exam 1</td>
<td>100</td>
</tr>
<tr>
<td>BADM 541 Exam 2</td>
<td>100</td>
</tr>
<tr>
<td>Quizzes</td>
<td>130</td>
</tr>
<tr>
<td>Book Review</td>
<td>20</td>
</tr>
<tr>
<td>Individual Assignments</td>
<td>10</td>
</tr>
<tr>
<td>Individual Project 1</td>
<td>60</td>
</tr>
<tr>
<td>Team Project 2</td>
<td>80</td>
</tr>
<tr>
<td>Research Paper</td>
<td>100</td>
</tr>
<tr>
<td><strong>Total DSCI 541</strong></td>
<td><strong>600</strong></td>
</tr>
</tbody>
</table>

Grades will be based on no more than the percentage of points earned on the following scale:

- >90% = A
- 80-89.9% = B
- 70-79.9% = C
- 60-69.9% = D
- < 60% = F

Exams - Exams will consist entirely of multiple choice questions. Test questions are based on the material presented in the textbook and lectures. None of the exams are comprehensive, but some material does rely on your understanding of prior material. All material assigned and presented is eligible for testing on exams. Examinations are digital and will not be returned to the student, but will be kept on file. You will have two (2) hours for each exam. Relevant formulas will be provided for each exam. No notes or other information is allowed during the exams. You may use a standard scientific calculator during exams if there are financial computations required. Cell phone calculators may not be used during exams. Make-up exams will be given on a documented emergency basis and with prior approval only. If you cannot take an exam on the scheduled date, an alternative arrangement should be made with the instructor at least ten working days before the exam date. Failure to take an exam during the scheduled time without prior instructor notification will result in a zero for that exam.

Your exams must be proctored. To take proctored exams, you will go to your proctor’s office or a test center. You are not permitted to use any materials other than an approved business/scientific calculator for these examinations. Exams are taken in the presence of an approved proctor.

Please review the following update from the USD Test Center as some of the testing practices have changed:

We have made some important updates to our proctoring policies this semester. Students may also consult our Frequently Asked Questions for more information: http://www.usd.edu/online/testing-center/testing-center-frequently-asked-questions

- Starting Fall 2015 we will no longer accept outdated proctor forms, students turning in an outdated proctor form will be asked to resubmit their information on the new, revised proctor form (the one with the barcode). The new revised Proctor Form can be found at http://www.usd.edu/~media/files/usd-online/proctor-form.ashx?la=en
Another major change is that we will no longer approve K-8 teachers and counselors to be proctors. We are however, still allowing K-12 principals, High School teachers and counselors to be approved as proctors.

Clarification of when students do and do not need to turn in a proctor form:

- Students living in Vermillion and the surrounding area:
  - Must test at the Vermillion Testing Center
  - Do not need to turn in a proctor form
  - Must make an appointment at least one business day in advance

- Students testing/living in Pierre, Rapid City, or Sioux Falls and the surrounding area:
  - Are not required to use the BoR Testing Centers in these cities
  - Do not need to turn in a proctor form if the student is testing at the BoR Testing Centers but must email us to let us know which center they are testing.

- Students testing anywhere else
  - Must turn in a proctor form at least two weeks before the exam opens, due to the increasing volume of proctor forms. Students are required to submit their initial proctor form by Friday, September 4, 2015.

We encourage the students to list multiple classes on one proctor form. If a student, however, has multiple proctors they must fill out one form for each proctor. Proctors can be a professional testing center, librarian, full time instructor at a university or college, principal, vice principal, or superintendent, full time high school teacher, high school guidance counselors, or full time member of the clergy. For students in the armed forces, education officers or an officer of a higher rank are also permissible. We will not approve HR representatives or secretaries. These and all other policies can be found on our website at http://www.usd.edu/usd-online/testing-center/

**Quizzes** - Quizzes are online through D2L and will be similar to exam questions. There will be quiz questions associated with the completion of each chapter/lecture. Some chapters will have more quiz questions/points available than others. Quizzes will pull random questions from a test bank, so no two will be exactly the same. They do not need to be proctored. They will need to be completed during the assigned dates or the student will receive zero points. No exceptions for “I didn’t realize the deadline was…” or “I forgot to take the quiz, could you open it up again?”

**Individual Assignments** – You will have some individual assignments requiring the use of Microsoft Project 2016 and your writing skills. These assignments must be submitted in the D2L drop box on the due date listed on the D2L drop box. No late submission will be accepted unless an extension of due date is granted by the instructor before the assignment is due (and only because of extraordinary circumstances).

**Team Assignments** - This course involves project teamwork. Each project team will work on one project with multiple deliverables during the semester. These assignments must be submitted to the drop box on the due date given in the syllabus schedule. No late submission will be accepted unless an extension of due date is granted by the instructor before the assignment is due (because of extraordinary circumstances). Remember, the grade earned by the team is what each individual receives for the project.

The points for the team assignments are distributed as given below:

a. Appearance, content coverage, and quality of the deliverables in folders – 80%

b. Team presentation – 20%

c. Team dynamics (leadership and cooperation) – the instructor will increase/decrease individual grades accordingly if the workload or teamwork is not evenly distributed during the project.
Course Policies

Course Management - This course is presented in D2L, an effective pedagogical tool utilized by many educational institutions worldwide and provided to you by USD. Students access the course web site using the URL: http://d2l.sdbor.edu. If you have not used D2L before, there is a tutorial available on USD's website at http://www.usd.edu/cde/upload/Online-Orientation-Guide.pdf. Once you have successfully logged into D2L, you will see a list of course links including one titled “Project Management.” Simply click on that link and you will be transferred to the home page for the course. Students will have access to many tools to assist in learning the material during the course.

Discussion Board - So that all students in the class may benefit, questions/problems may be handled through the discussion board. If you have a question regarding a topic or activity in the book or lecture, post it to the discussion board forum. To help organize the discussions I will then provide topics that generally correspond to the structure of the chapter(s) for the week. If you have an answer to help someone else out, please provide that. I will plan to check the discussion board once a day to monitor postings and provide occasional assistance. There are many opportunities to learn from your classmates, and I would like this discussion board to be a forum for learning from each other. Therefore, while I will monitor the discussion, the class will do most of the posting.

Online Discussion Guidelines - During online discussions you are expected to comply with good “netiquette” standards as follows.
1. Check the discussion frequently and respond appropriately. Keep paragraphs and messages to the point.
2. Focus on one subject per message and use pertinent subject titles.
3. Capitalize words only to highlight a point or for titles. Capitalizing otherwise is generally viewed as SHOUTING!
4. Be professional and careful with your online interaction.
5. When posting a long message, it is generally considered courteous to warn readers at the beginning of the message that it is a lengthy post.
6. It is not appropriate to forward someone else’s messages without his or her permission.
7. It is fine to use humor, but use it carefully. The absence of face-to-face cues can cause humor to be misinterpreted as criticism or flaming (angry, antagonistic criticism). Feel free to use emoticons such as 😊 or 😊) to let others know you are being humorous.
8. Resist the temptation to flame others. Remember these discussions are “public” and meant for constructive exchanges that treat others as you would like to be treated.
9. If something angers you, do not respond immediately. Wait and carefully formulate your response so that it is respectful.
10. Never say anything you would not want to tell your mother.

The above “netiquette” guidelines were adapted from Arlene H. Rinaldi’s article, “The Net Use Guidelines and Netiquette,” Florida Atlantic University, 1994, available from Netcom, and from Carol Geu, Instructor, USD. General netiquette guidelines can be found in the CE Online Orientation found at http://www.usd.edu/continuing-and-distance-education/upload/Online-Orientation-Guide.pdf. For more information on netiquette please review the following site, http://albion.com/netiquette/corerules.html.

Instructor Availability - During the “work week” – Monday through Friday – I will log onto the D2L course at least once a day to respond to e-mail and answer questions. I will make every effort to respond to your e-mails within 24 hours. For submitted homework I will attempt to grade and return work within 48 hours of the due date. Due to the large volume of some assignments, this will not always be possible. Exams and quizzes will be graded and scores posted to D2L upon completion. Exams will not be returned, but students may “review” them with a telephone conference with the instructor or stop by my office if you are local.

Time Expectations - Some online students may find it easy to procrastinate with their studies because this is not a face-to-face course. You cannot catch up in this class two months into the semester. Each
week will have requirements associated with it and when the due date arrives the points will no longer be available. It is expected that each student would spend a minimum of 5-10 hours per week on this course, depending on the chapter. You need to participate each week by keeping up with the lectures, reading, and any quizzes, activities or assignments. You cannot “catch up” by watching all the lectures the day before the exam.

**Attendance Policy** – I monitor how often you log in and watch lectures or make use of the tools available in the class. This is how I track “attendance” in an online class. If you are not participating or falling behind you will likely receive an email from me.

**Excused Absences** - When necessary, make-up of course requirements missed because of student participation in University sanctioned events and activities shall be worked out between the instructor and the student upon the student’s timely initiative. For a University related event, a student must contact the instructor at least two days prior to the absence and provide documentation from the sponsoring unit indicating the dates that the student will be absent from class.

To the extent possible, students should notify the instructor during the first week of the semester of possible missed dates. Instructors are required to allow for such make-up in a timely manner when a student is absent because of participation in events approved by the Vice President for Academic Affairs. An instructor may have special attendance/requirement policies for particular classes, whenever those policies are not in conflict with the student’s right to make up missed requirements as described above.

**Student Conduct/Academic Integrity** - No credit can be given for a dishonest assignment. A student found to have engaged in any form of academic dishonesty may, at the discretion of the instructor, be:

a) Given a zero for that assignment.

b) Allowed to rewrite and resubmit the assignment for credit.

c) Assigned a reduced grade for the course.

d) Dropped from the course.

e) Failed in the course.

**Student Academic Misconduct Policy, Map, Academic Misconduct Form, and Academic Appeals Form.**

**Student Code of Ethics** – Students enrolled at the Beacom School of Business are expected to maintain the highest standards of integrity and ethical principles and to adhere to the **Student Code of Ethics** developed and approved by Beacom School of Business students. This Code provides a frame of reference for the behavior of Beacom School of Business students in their personal, academic, and professional activities.

**Disability Services** - Any student who feels he/she may need academic accommodations or access accommodations based on the impact of a documented disability should contact and register with Disability Services during the first week of class. Disability Services is the official office to assist students through the process of disability verification and coordination of appropriate and reasonable accommodations. Students currently registered with Disability Services must obtain a new accommodation memo each semester. For information contact:

Ernetta L. Fox, Director
Disability Services, Room 119 Service Center
(605) 677-6389
Web Site: [www.usd.edu/ds](http://www.usd.edu/ds)
E-mail: disabilityservices@usd.edu

**Diversity/Inclusive Excellence** - The University of South Dakota strives to foster a globally inclusive learning environment where opportunities are provided for diversity to be recognized and respected.
Privacy of Student Records - The Family Educational Rights and Privacy Act of 1974 (FERPA) provides that each student’s educational records remain private. No individual or group outside the educational institution shall have access to nor will the institution (including professors) disclose students’ educational records without written consent of the students. Because the professor cannot ensure that the student is the only one with access to the student’s email account, grades will not be provided via email. The student may access final grades for this course using the D2L course link.

Freedom in Learning - Under Board of Regents and University policy student academic performance may be evaluated solely on an academic basis, not on opinions or conduct in matters unrelated to academic standards. Students should be free to take reasoned exception to the data or views offered in any course of study and to reserve judgment about matters of opinion, but they are responsible for learning the content of any course of study for which they are enrolled. Students who believe that an academic evaluation reflects prejudiced or capricious consideration of student opinion or conduct unrelated to academic standards should contact the Dean of the Beacom School of Business to initiate a review of the evaluation.

GOOD LUCK AND ENJOY THE SEMESTER!

(Course Schedule Follows. All dates / topics subject to change.)

Tentative Course Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Week Beginning</th>
<th>Chapter/Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1/7</td>
<td>Class Introduction/Syllabus, Ch 1 Introduction to Project Management, Ch 2 Identifying &amp; Selecting Projects</td>
</tr>
<tr>
<td>2</td>
<td>1/14</td>
<td>Ch 3 Developing Project Proposals, Ch 4 Scope, Quality Responsibility and Activity Sequence</td>
</tr>
<tr>
<td>3</td>
<td>1/21</td>
<td>Ch 5 Developing the Schedule, Ch 6 Resource Utilization</td>
</tr>
<tr>
<td>4</td>
<td>1/28</td>
<td>Exam 1 (Week of 1/26-2/2, Saturday-Saturday)</td>
</tr>
<tr>
<td>5</td>
<td>2/4</td>
<td>Ch 7 Determining Costs, Budget and EV, Ch 8 Managing Risk, Ch 9 Closing The Project</td>
</tr>
<tr>
<td>6</td>
<td>2/11</td>
<td>Ch 10 Project Manager, Ch 11 Project Team, Ch 12 Project Comm &amp; Documentation</td>
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<tr>
<td>7</td>
<td>2/18</td>
<td>Ch 13 Project Management Organizational Structures, Intro To Agile aka “Scrum”</td>
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<tr>
<td>8</td>
<td>2/25</td>
<td>Exam 2 (Week of 2/23-3/1, Saturday-Friday)</td>
</tr>
<tr>
<td>9</td>
<td>3/4</td>
<td>Spring Break Week</td>
</tr>
<tr>
<td>10</td>
<td>3/11</td>
<td>Begin Project 1</td>
</tr>
<tr>
<td>11</td>
<td>3/18</td>
<td>In Progress Review / Status Report</td>
</tr>
<tr>
<td>12</td>
<td>3/25</td>
<td>Project 1 Complete</td>
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<tr>
<td>13</td>
<td>4/1</td>
<td>Begin Project 2 (Team)</td>
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<tr>
<td>14</td>
<td>4/8</td>
<td>In Progress Review / Status Report</td>
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<td>15</td>
<td>4/15</td>
<td>Project 2</td>
</tr>
<tr>
<td>16</td>
<td>4/22</td>
<td>Project 2 Complete / Presentations Due</td>
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<tr>
<td>Finals Week</td>
<td>4/29-5/3</td>
<td>Final – Not Applicable (N/A)</td>
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